California Department of Corrections and Rehabilitation

Supervisory Skills Development

Planning and Organizing

Participant Guide

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Planning and Organizing

Purpose

The Planning and Organizing course is designed to demonstrate to you the importance of planning and organizing rather than supervising by the seat of your pants. Most importantly, it supplies you with valuable skills to plan and organize within CDCR's changing and challenging environment.

Objectives

■ Plan effectively in relation to the Department's vision, mission, goals, and values

■ Manage time and priorities in support of the organization

■ Use a variety of planning strategies and techniques to accomplish work goals

■ Get work done while avoiding ―micro-managing"

■ Set realistic goals and milestones

> ❗ *How does setting personal goals relate to your ability to support CDCR's vision, mission, and goals, and values?*

> ❗ *What impact do you have on the greater CDCR Community when you excel at setting and achieving goals?*

Topical Threads

■ **Alignment with Department Vision, Mission, and Goals:**
Every employee in the department is aware of the organization's mission and goals and is able to base daily strategic and operational decisions based on these commonly held values.

■ **Community:**
This thread has two key aspects:
   ❑ Everyone in ever division of CDCR works to share a common vision that involves compromise, communication and mutual support.
   ❑ CDCR is part of a greater community that includes employees' own families, inmates/wards and their families, social service agencies, and the population at large. It is important to base decisions at all levels on the potential impact they have on all members of this greater community.

■ **Rehabilitation:**
In the Department of Corrections and Rehabilitation, it is the job of every employee to support the goal of rehabilitating wards and inmates to be productive members of society. In every way possible, we are here to change and improve people's lives, not just to provide warehouse space for citizens convicted of crimes.

■ **Accountability:**
CDCR is a large organization with a complex bureaucracy that is constantly under public scrutiny. And many of your fellow employees lives are on the line. It is imperative that employees at all levels assume accountability for their actions and decisions.

■ **Matrix Communication:**
Historically the department has operated in a paramilitary top-down command structure. While this type of management and communication structure is essential to the effective operation of a high security facility, it can hinder progress to the Department by adding layers of extra work, delays, and risk avoidance. It is important to communicate *across* lines of command when it is appropriate to do so.

■ **Coaching:**
CDCR employees often work in high-stress situations, and their performance merits both respect and support. Coaching is a structured way to teach, to show respect, and to build a strong and effective organization.

Topical Threads (cont'd)

- **The Five Practices of Exemplary Leadership:**

  1. **Model the Way:** Find your own voice, clarify your values, express yourself, set the example, build and affirm shared values, and align actions with values.

  2. **Inspire a Shared Vision:** Envision the future, differentiate yourself as a leader by being forward-looking, understand the importance of having a vision, enlist others, develop a shared sense of destiny, and give life to a vision.

  3. **Challenge the Process:** Search for opportunities, seize the initiative, make challenge meaningful, innovate and create, experiment and take risks, initiate incremental steps and small wins, and learn from mistakes.

  4. **Enabling Others to Act:** Foster collaboration, create a climate of trust, facilitate positive interdependence, strengthen others, generate power all around, ensure self-leadership, provide choice, and foster accountability

  5. **Encourage the Heart:** Recognize contributions, focus on clear standards, expect the best, pay attention, personalize recognition, celebrate the values and victories, create a spirit of community, create a story.

The Importance of Good Planning

Directions:
Fill in each blank using the words supplied below.

organizing	delegation	performance	time
confusion	future	activities	controlling

Good planning:

1. Helps make the best use of our scarcest resource: _____.

2. Helps us focus on important _____.

3. Enables us to affect our _____.

4. Is the basis for _____.

5. Is the basis for _____.

6. Guides _____.

7. Can have a positive effect on job _____.

8. Helps minimize _____.

! *What are some examples of how effective planning at the supervisory level can contribute to the Department's emphasis on rehabilitation of wards and inmates?*

Strategic Planning Elements

Vision

Where you want to be in the future — the destination you are working toward. A description of what will occur if you meet all of your goals

Mission

The organization's purpose — why you exist. The mission typically answers the questions:

- Why you exist
- Who you provide services to
- What services you provide/business you are in
- How you provide your services — your values

Values

Underlying common principles that guide how members of an organization make decisions and set priorities

Goals

Describe the desired end result of the current development cycle, generally after three or more years. An organization typically has five to seven goals. CDCR has seven organizational goals in the following areas:

Objectives

Results that the organization must meet to support the achievement of a goal. Each goal typically has three to five objectives associated with it. Each objective must be:

- **S**pecific
- **M**easurable
- **A**ction-oriented
- **R**ealistic
- **T**ime-bound

Identifying CDCR's Strategic Planning Elements

Directions:

In the column on the left, label each block of text below as being an example of Vision, Mission, Values, Goals, or Objectives. Use the definitions given on the previous page.

	We commit ourselves to principled leadership – a set of core values that guide our behavior: Integrity, Accountability, Justice, Collaboration, and Employee Well-being.
	We will end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort.
	We will complete the West Yard expansion and will have all inmates relocated by November, 2007.
	Workforce Excellence, Technology, Organizational Effectiveness, Legal Compliance, Crime Prevention and Safety, Outreach and Partnerships, and Health Care Delivery
	To improve public safety through evidence-based crime prevention and recidivism reduction strategies.

Personal Satisfaction Assessment

Before we move on to creating Personal Vision and Mission Statements, it's important to take an inventory of where you are in terms of personal satisfaction.

Directions:

Step 1: Describe the level of contentedness you have with your present circumstances in terms of the 5 areas of life noted below. Place an —X on each line to represent your personal satisfaction within each area of your life at this time. Are you satisfied with your current status in these areas?

> **0** = a complete lack of satisfaction
> **5** = total satisfaction

How satisfied are you?

Career						
	0	1	2	3	4	5
Relationships						
	0	1	2	3	4	5
Well-being						
	0	1	2	3	4	5
Finances						
	0	1	2	3	4	5
Self-development						
	0	1	2	3	4	5

Personal Satisfaction Assessment (cont'd)

Step 2: Now transfer your numerical responses from the previous page onto the wheel chart below. Make a dot on each spoke of the wheel corresponding to your ratings on the previous page. Connect the dots to form a five-sided figure. Place zero ratings in the center and fives around the edge.

The Wheel of Life

Relationships

Finances

Career

0
1
2
3
4
5

Self-development

Well-being
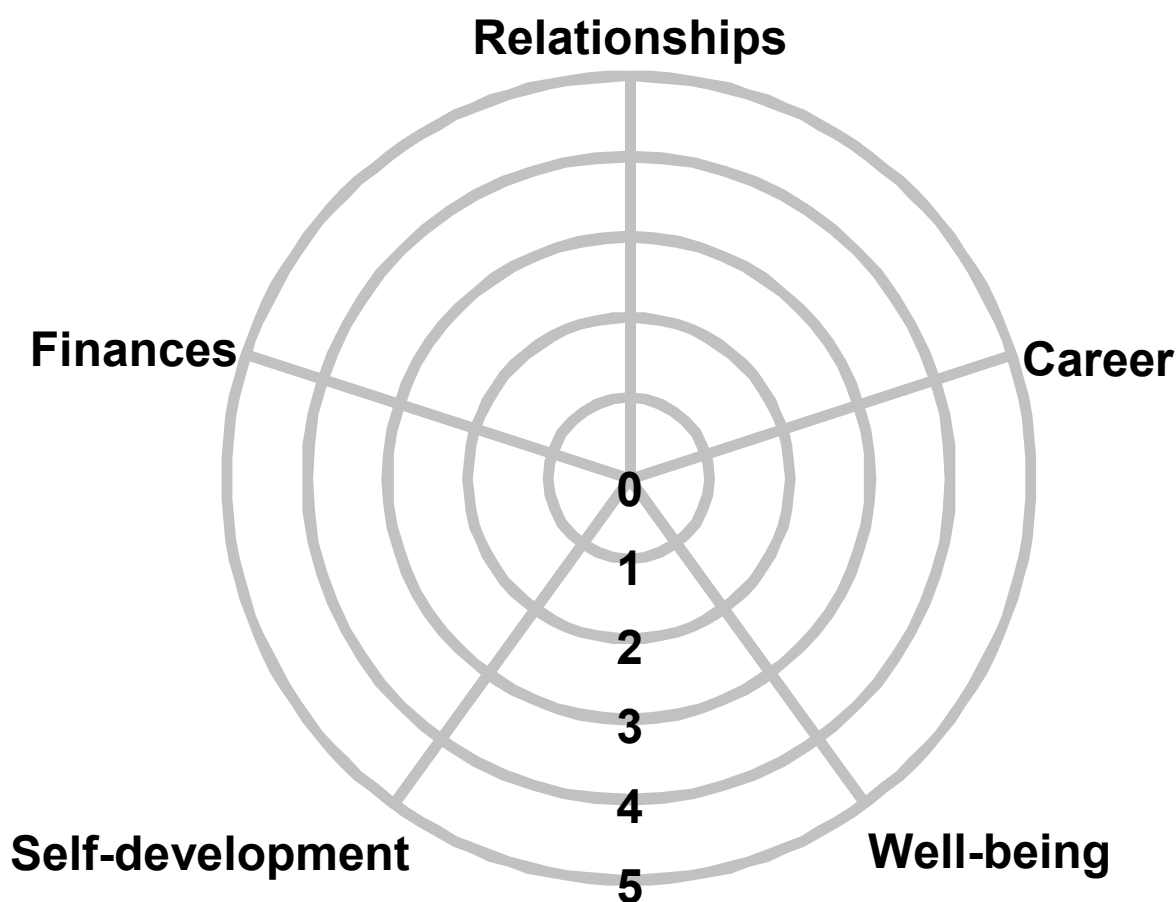
A well-rounded wheel drawn near the outside of the diagram indicates pretty good balance. A lopsided wheel or one very close to the center indicates that you may have some choices to make and some work to do when you develop your personal vision, mission, and goals.

> **!** *Which of the spokes on the Wheel of Life, if developed fully, can help you earn and build trust both at work and away from the job? How?*

List of Desires

Now take a moment to write a "Master Want List." Reflect on your Personal Satisfaction Assessment and your role in life both personally and at CDCR. Creating a list of wants does not mean that you will automatically attempt to achieve them. It's just a brainstorming technique to help you capture as many ideas as you can that represent your desires.

Develop a clear understanding of what's important to you. Ask yourself these questions: What do I want to do with my life? Who do I want to meet? What new activity do I want to try? What do I want to learn? What do I want to improve? With whom do I want to spend more time? What do I want to accomplish at work?

Directions:
In the table below, make a list of your desires for future reference. Then place a check mark by items that you seriously want turn into personal goals.

My Master Want List

Example: I want to be comfortable speaking in public _____ ___

Example: I want to take a Caribbean cruise next year _____ ✓

_____ ___

_____ ___

_____ ___

_____ ___

_____ ___

_____ ___

_____ ___

_____ ___

_____ ___

! *Do any of your personal wants have to do with helping or supporting others? Can this desire help you support CDCR's emphasis on Rehabilitation?*

Personal Vision Statement

A vision is a powerful image of the future that you want to create. It is rooted in reality but focused on the future. Because you spend so many hours of your time doing your job at CDCR and because you are such an important part of the Department, your Personal Vision Statement needs to reflect your own vision for yourself both in and out of your work environment. It is a delicate balancing act to keep your vision in synch with both your job and your personal life.

Please explore the following questions:

- If I can be what I want in five years, what will I be?
- How will I know I'm there?
- What will be a stretch for me?
- What kind of organization do I want to help create?
- What do I want to create for my peers and subordinates?
- What is worth committing to over the next 10 years?
- What are the right things to do, both for me and for CDCR?

Your Personal Vision Statement:

! *How does your Personal Vision Statement link up with and support CDCR's vision, mission, goals, and values?*

Personal Mission Statement

Your Personal Mission Statement makes clear what your role is in the organization. In effect, this is why your job exists at CDCR, who you serve, and why you provide those services. It also indicates how you provide those services, which is a strong indication of what you hold to be your own personal core values. (Do you provide your services to coworkers, inmates, wards, and the public with enthusiasm, with compassion, with dedication to quality, or with an angry or defeatist attitude?

Explore the following questions:

- What "business" are you in at CDCR? What is the real purpose of your job and your unit?
- To whom do you and your subordinates provide services?
- How do you provide your services? (Based on what values?)
- Why do you provide your services? What are the basic social needs your job exists to fill?
- What are your values? What values can you adopt to better serve your stakeholders?

Your Personal Mission Statement:

! *How does your Personal Mission Statement link up with and support CDCR's vision, mission, goals, and values?*

Four Reasons Why Goal Setting Works

Directions:
Fill in each blank using the words supplied below.

going	**focus**	
	resolve	**action**

1. Goals give us _____.
2. Goals get us _____.
3. Goals add to our _____.
4. Goals lead to _____.

SMART Goals and Objectives

A quick and easy way to remember the key aspects of a successful project is to define the problem according to the SMART goal acronym. The SMART criteria also apply to creating objectives. A well-constructed goal is:

- **S**pecific
- **M**easurable
- **A**ction-oriented
- **R**ealistic
- **T**ime-bound

> **!** *How can exercising Matrix Communication help you achieve your goals?*

Goals and Supporting Objectives

Directions:
In the table below, define at least one goal that supports your Personal Vision Statement. Then determine what success would look like and when you want the goal accomplished.

Goal #1	
What would success look like for this goal?	
Time frame to complete	

Directions:
Now define at least three objectives (more if you'd like) that will help you achieve the goal you've written above. Remember to make each one SMART (Specific, Measurable, Action-oriented, Realistic, and Time-bound).

Objective	Success Measure	Time Frame to Complete
1.		
2.		
3.		

Short-term Objectives and Long-term Goals

Directions:

Answer the two questions below by writing down key words or phrases that you can review later. Focus specifically on your role at CDCR and the impact you can have there.

1. What do I want? What impact do I want to have at CDCR?

2. What are some of the steps I have to take, or things that I have to do, to have that kind of impact?

The first question identifies your long-term goals. Project your long-term goals up to three years in advance. Because of ongoing rapid changes in the Department, you cannot reasonably predict beyond that time period. The second question identifies your short-term goals.

> **!** *How can any of your goals and objectives support the strengthening of the greater CDCR community?*

Stephen Covey's Seven Habits

Stephen Covey popularized the 7 Habits of Highly Successful People in his book by the same title. Leading educators agree that setting goals is deeply integrated in these habits for success.

Habit 1: Be proactive

Habit 2: Begin with the end in mind

Habit 3: Put first things first

Habit 4: Think win-win

Habit 5: Seek first to understand, then to be understood

Habit 6: Synergize

Habit 7: Sharpen the saw

! *A good leader would say it's more important to understand than to be understood. How does this help you build trust?*

Stephen Covey's
Priority Management System

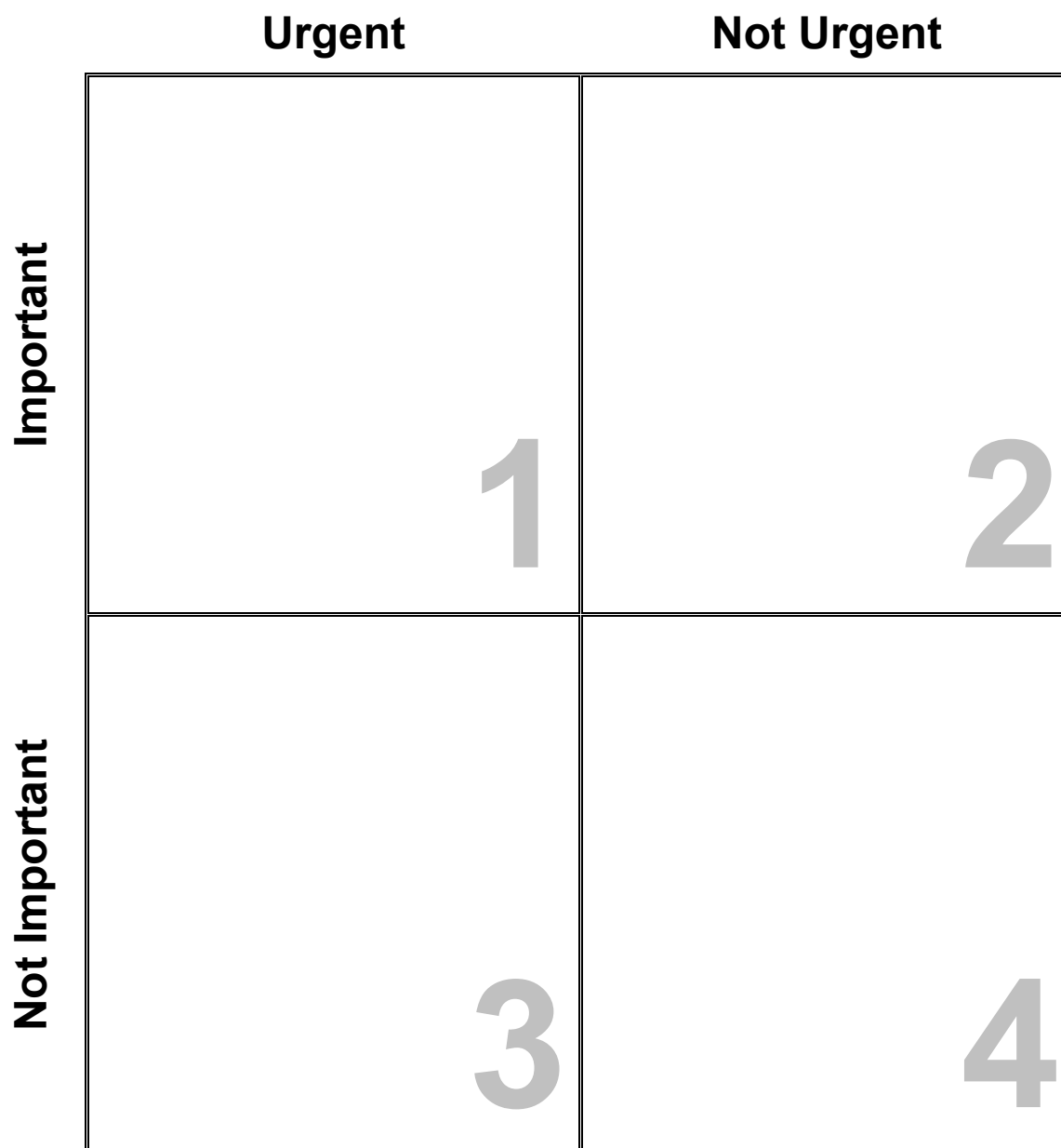|	**Urgent**	**Not Urgent**
Important	**Examples:** ■ Pressing problems ■ Deadline-driven projects, meetings, preparation ■ Crises, putting out critical fires **1**	**Examples:** ■ Preparation for future projects ■ Prevention & planning ■ Values clarification ■ Relationship building ■ Empowerment **2**
Not Important	**Examples:** ■ Interruptions ■ Phone calls regarding special offers" ■ A request for useless information ■ A report due next week that no one will ever track or read ■ A meeting this afternoon to decide on an issue that's already been decided ■ Proximate, pressing matters ■ Popular activities **3**	**Examples:** ■ Trivia ■ Busy work ■ Junk mail ■ Joke e-mail ■ Time wasters ■ Excessive activities **4**

■ **Importance** refers to **value**
■ **Urgency** refers to **timing**

Stephen Covey says: **"The more you live in quadrant 1, the more you need quadrant 4."**

Quadrant Activity for Priority Management System

Directions:

In the diagram below, list examples of your own personal behaviors at work that fit into each quadrant of Covey's priority management system.

	Urgent	**Not Urgent**
Important	1	2
Not Important	3	4

! *Consider your interactions with members of the CDCR Community (coworkers, inmates, parolees, wards, your family, the public). In what quadrants do specific interactions fit?*

Handling Unexpected Events

	Urgent	**Not Urgent**
Important	■ Delegate ■ Share priority lists ■ Plan time better ■ Prioritize ■ Clarify the crisis **1**	■ Under plan to allow for unexpected urgencies **2**
Not Important	■ Screen calls ■ Set appointments ■ Understand priorities and schedule tasks **3**	■ **4**

Prioritizing Activities

■ Identify each task and appointment in your planning according to its importance.

- ❑ **A: Vital**   Must be done
- ❑ **B: Important**   Should be done
- ❑ **C: Optional**   Might be done

■ Prioritize each cluster of tasks by numbering them in sequence:

A1, A2, A3; B1, B2, B3; etc.

An idea:
Group work tasks at the top of the page and home tasks at the bottom of the page. Prioritize and manage two small lists per day rather than mixing the tasks into one large list.

Another possibility:
Make three lists on each page; one list for the A priorities; one list for the B priorities, and one list for the C priorities.

Prioritizing Activities (cont'd)

Directions:

In the table below, prepare a sample schedule with the kinds of tasks that you might face during a typical day. Keeping in mind the four quadrants of the Personal Behavior Model, assign the letters A-B-C to show importance and the numbers 1-2-3 to show priorities. Note that the assigned importance and priority levels can change based on the due date of the item.

Always stay aware of priorities: Don't get eaten by ants while you are hunting elephants. Provide the minimum ―Acceptable Level of Performance" to the ants while you pursue the elephants.

Action Legend: Use these notations to follow your progress while completing the tasks.

✓	=	Task completed
→	=	Planned forward
✘	=	Task deleted
○	=	Delegated to (initials)
●	=	In progress

Action	Priority	Task / Activity List
●	A 1	*Attend Planning and Organizing class.*

> **!** *How can prioritizing tasks and scheduling time help you build trust among your peers, your subordinates, and your management?*

Stephen Covey's Urgency Index

Directions:
In the columns on the right, circle one number per statement to indicate your response.

Never - Sometimes - Always

I seem to do my best work when I am under pressure	0	1	2	3	4
I often blame the rush and press of external things for my failure to spend deep, introspective time with myself	0	1	2	3	4
I'm often frustrated by the slowness of people and things around me and hate to wait or stand in line.	0	1	2	3	4
I feel guilty when I take time off.	0	1	2	3	4
I always seem to be rushing between places and events	0	1	2	3	4
I feel anxious when I'm out of touch with the office for more than a few minutes.	0	1	2	3	4
I'm often preoccupied with one thing when I'm doing something else.	0	1	2	3	4
I'm at my best when I'm handling a crisis situation.	0	1	2	3	4
The adrenaline rush from a new crisis seems more satisfying to me than the steady accomplishment of long-term results.	0	1	2	3	4
I often give up quality time with important people in my life to handle a crisis.	0	1	2	3	4
I assume people will naturally understand if I have to disappoint them or let things go in order to handle a crisis.	0	1	2	3	4
I rely on solving some crisis to give my day a sense of meaning and purpose.	0	1	2	3	4
I often eat lunch or other meals while I work.	0	1	2	3	4
I keep thinking that someday I'll be able to do what I really want to do.	0	1	2	3	4
A huge stack in my _out' basket at the end of the day makes me feel like I've been really productive.	0	1	2	3	4
I frequently find myself pushing people away so that I can finish a project.	0	1	2	3	4
Total					
Grand Total					

Scoring Key: 0 - 25 ...... Low Urgency mind-set
          26 - 45 ...... Strong Urgency mind set
           45+ .... Urgency addiction

What does your score say about you?

Managing Time and Priorities

Directions:

Consider the following questions and write your answers in the space provided. Think about two factors that may contribute to how you make decisions about how you spend your time: **Importance** and **Urgency**.

1. What is the one activity that, if you did consistently and very well, would yield a significant positive result in your personal life?

2. What is the one activity that, if you did consistently and very well, would yield a significant positive result in your work life?

3. If you know these activities would make such a significant difference in your personal and professional life, why are you not doing them now? (This may shed some light on what your short-term goals need to cover.)

! *What do people mean when they say, "Work smarter, not harder?" How can working smarter impact your ability to support CDCR's vision, mission, goals, and values?*

Tips and Tricks for Managing Time and Priorities

> **"Problems cannot be solved by the same thinking that created them."**
> *Albert Einstein*

Here are some ways to cope with the overload of information we must face every day:

The DIScard Theory of Organization

Manage the mail and messages you receive according to these three, easy steps.

1. **D**o I need to take action? If yes, set a reminder to myself.
2. **I**s this Important to keep? If yes, immediately move this to my files.
3. **S**atisfy one of the above conditions, or DIScard the remaining information.

The "4 Ds" to Process e-mail

To process your e-mail messages scan all of the subject lines first. Read the last message you received first, and then read back through the message thread if necessary. Look for related messages in your in-box beginning with the most recent. Make a decision based on the "4 Ds." Then organize your stored messages by sender or by subject.

Do something

Dump it

Delegate

Delay it

The key to delegation is to ask, "Why me?" Allow others to do all they can to help.

Priorities are often aligned to avoid pain or receive pleasure. Evaluate the payoff for completing a project in addition to the punishment for not getting it done.

Tips and Tricks for Managing Time and Priorities (cont'd)

SPIFY

Short Periods of Intense Focus, Yes! Our brains can function best in short spurts.

Schedule Personal Time

Reserve time at the end of each day to empty your brain. Allocate time to clear your desk at the end of the day so you can have a fresh beginning the next morning. Allow time cushions during the day to catch up on unfinished projects or unexpected assignments.

Get Noticed

To be noticed as —above average," look for opportunities that are difficult or unpleasant for others that also have a high payoff value.

Use ALP

Determine the Acceptable Level of Performance for the task. Avoid unjustified perfectionism. Will exceeding the ALP have a high enough payoff to justify the effort?

Use PAT on the Phone

To save time on the phone, make notes on what you want to cover before placing the call. To remain focused during the call, define a Purpose, Agenda and Time limit (PAT).

Tips and Tricks for Managing Time and Priorities (cont'd)

Say No without Saying No

Some alternatives to saying "No":

- —Yes, if you clear it with the person I am currently helping, I'll be glad to help you."
- —Yes, if you pitch in and help me, I can help you."
- —Yes, if you can extend the deadline, I can do it."
- —Yes, if.. "

Take Control of Interruptions

With too many interruptions, we lose productivity. It may go away completely. Just sitting back and waiting for the next interruption is less stressful than starting and stopping throughout the project. Here are some ways to take control of interruptions:

- Give people a time window when they can best reach you.
- For short meetings, use the Purpose, Agenda, Time limit (P.A.T.) guideline.
- Take charge of conversations by saying, —I know you're busy, so I'll let you go now," or —Let me get right to the point."
- Remove extra chairs from your work area.
- Fill the guest chairs with stuff so there is no room for visitors to sit.
- Require questions and answers to be sent in writing.
- Delegate work to people when they stop you.

Keys to Being Organized

Directions:
Review these questions and discuss them with your tablemates if you'd like. Write your responses in the space provided so you can fine tune your action plan later.

1. What is your biggest obstacle to being organized at work?

2. What organizing actions can you start to take today?

Six Quick Steps to Organization

1. Eliminate obsolete and duplicate documents

2. Reference documents

3. Create historical files

4. Update manuals

5. Cluster like things

6. File loose papers or house them in a binder

! *How could being well organized at work enhance the time you spend with friends and family?*

Smart Moves

Directions:

Review the following list of ideas that are designed to improve your personal organization and goal setting skills. Fill in each blank using the words supplied below.

planning	**people**	**resources**	**problems**	**progress**
others	**week**	**critical**	**productivity**	

1. Set aside quiet time at least once a _____ for reviewing and updating your plans.

2. Spend more time on coordinating and _____ activities and less time on work that could be performed by your employees.

3. After you develop plans, ask others to identify potential _____.

4. Identify _____ whose help you'll need to reach your goals.

5. Use goals to increase _____.

6. Review _____ toward goals regularly.

7. Congratulate _____ when they reach goals.

8. Allocate _____ to the highest value projects.

9. Pay special attention to the _____ activities in your plans.

10. Monitor by walking around.

Additional Resources

Books

■ *Seven Habits of Highly Effective People* by Stephen R. Covey

■ *Real World Communication Strategies That Work* by Joan Burge

■ *Organizing for Dummies* by Eileen Roth and Elizabeth Miles

On the Web

■ **http://www.franklincovey.com/fc/index.jsp?**
Franklin Covey Training and Consulting Library & Resources

■ **http://www.profitadvisors.com/7habitlist.shtml**
Seven Habits Condensed Summaries

■ **http://humanresources.about.com/cs/strategicplanning1/a/strategicplan.htm**
Strategy and Vision Statements

■ **http://successnet.org/subs-mission.htm**
How to Write a Mission Statement, by Success Networks International